



The Changing Art & Architecture of Utility Regulation

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**THE BRILLIANCE
OF DIVERSITY AND
INCLUSION**

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The Brilliance of Diversity

Take 5 minutes to.....

Think about the word Diversity. How would you distill your thoughts, experiences or observations about diversity into one sentence that only has six words? Try it.



The Brilliance of Diversity and Inclusion

- Diversity Defined: A Call to Action
- Explore Societal, Socio-Economic and Workplace Bias
- Application of Implicit Bias
- Introduction Bias Free Framework
- Closing – Steps to New Awareness



The World Calls Us to Action.....

☐ Qualified Talent Pool will Consist of **Non-Traditional Workers**

- Over the next 10 years, 40 million people will enter the workforce, 25 million will leave, and 109 million will remain
 - Rising numbers of young (25 and <, and older 45> workers)
- **Changing patterns of prime-age and older workers**
 - Nearly 50% of workers in the next 10 years will come from age 55>

☐ Changing Paradigms of Workplace

- Telecommuting, Single Parent Homes, Dual Income Families
- #MeToo, #Time's Up, Pence Rule, Sexual Harassment
- Stay-at-Home Dads, Toxic Masculinity
- Gen-Z, Gen-Y
- Black Lives Matter
- Pay Equity - Gender Identity

The World Calls Us to Action.....

- “Go Fossil Free” movement across college campuses

HuffingtonPost College, 2015

- A clear majority of states have experienced growth in the number of residential natural gas customers since 2010.
- Growth rates are heavily influenced by new home construction, which has slowed considerably since 2003.

American Gas Association, 2017

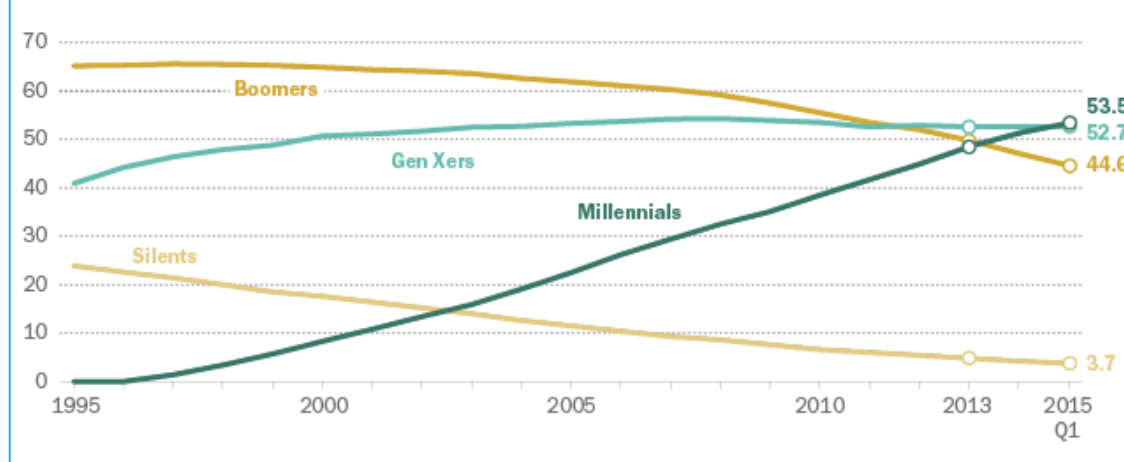
MEDIAN AGE OF HOME BUYERS
(Median Age of Home Buyers)

Year	All Buyers	First-time Buyers	Repeat Buyers
2001	36	31	41
2003	40	32	46
2004	39	32	45
2005	40	32	46
2006	41	32	47
2007	39	31	46
2008	39	30	47
2009	39	30	48
2010	39	30	49

National Labor Force Composition by Generation

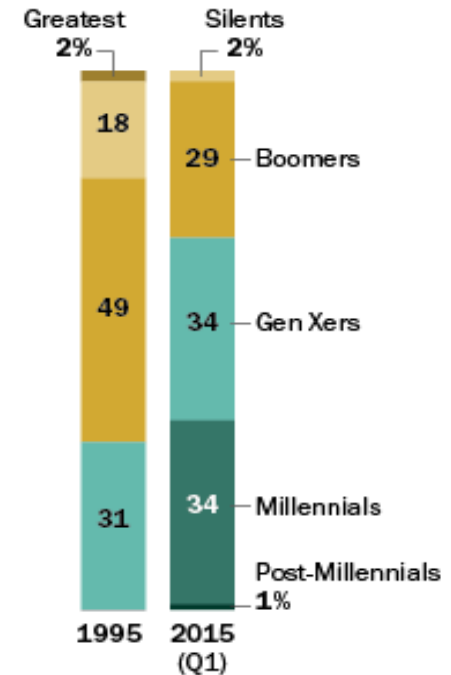
U.S. Labor Force by Generation, 1995-2015

In millions



Labor Force Composition by Generation

% of the labor force





#MeToo

Silicon Valley's race gap is getting worse, not better, new research shows



Why It Matters That the United Dragging Victim Is Asian



Diversity, Inclusion Culture Defined



Diversity is the mixture, inclusion is how we manage the mixture....

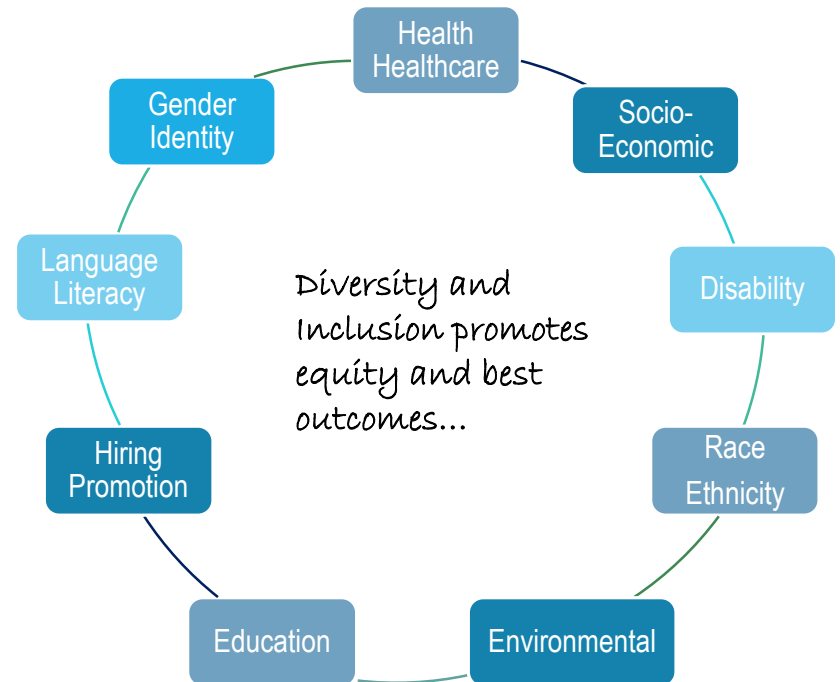
When our diverse mixture of customers, vendors and colleagues have a sense of belonging regardless of their unique differences, that is inclusion.....

When our diverse mixture of customers, vendors, and colleagues have equitable access to employment, compensation, healthcare and promotions regardless of their socio-economic status, language, gender identity, race, ethnicity or their medical need, that is equity.....

Diversity, Inclusion Culture Defined



Disparities



Key Concepts of Implicit Bias

- ❑ All of us hold unconscious beliefs about social groups.
- ❑ Such implicit bias is far more prevalent than the more overt or explicit, prejudice that we associate with, such as hate groups
- ❑ Certain social scenarios can automatically activate implicit stereotypes and attitudes
- ❑ Recent research suggests we can reshape our implicit attitudes and beliefs – or at least curb their effects on our *behavior*.
- ❑ Implicit bias occurs when we consciously act on our unconscious programming

Examples of Unconscious Bias

Societal Examples of Unconscious Bias:

- Women are the primary care-giver. Husbands are the bread winner
- Husbands are supposed to be taller than their wives
- Assuming the husband's job caused the family to relocate
- And *"Does your wife work?" vs. "What does your wife do?"*

Examples of Unconscious Bias

Socio-economic Examples of Unconscious Bias:

Most poor families do not work

Poor families are buying lobster dinners on the government dime

Welfare makes the poor lazy

Education is the silver bullet for solving poverty

Examples of Unconscious Bias

Work Examples of Unconscious Bias:

- A Woman in Leadership is introduced as *“This is one of our Senior/Executive Women in leadership....”* vs. *“This is one of our Senior leaders...”* We never say *“This is one of our Senior Men in leadership.”*

New Leader Activity

Impact of Bias on Hiring

Overwhelming Scientific Evidence



Unconscious Bias on Decision Making: The Bargh Study

What impacts your decision-making when you are conducting an interview? Could it be things that you don't even think about? Yale University researchers evaluated results from interviews that were conducted by people holding cold and hot drinks and found that those holding hot drinks were more positive about the interviewee than those holding cold drinks. Rational? No. But what does a 'warm' smile indicate? Or a 'cold heart'? We are influenced in ways that we don't even realize!



Impact of Bias on Hiring

Unconscious Bias is Pervasive

Unconscious gender bias is found in *men* and *women* evaluators

People favor *men*, *whites*, *youth* and the *physically able*

You look like me....or remind me of.... (myself, my son, my daughter) or you're my best friend's spouse, or you're my neighbor

Impact of Bias on Hiring – Resume Review

- Hiring “Karen” or “Brian”
- Hiring “Emily” or “Lakisha”
- The Parent Trip (*or Trap*)

Unconscious Bias on Hiring and Development

Women and minorities prescriptive stereotypes

- Communal, nurturing, supportive, helpful, non-assertive, indirect

Incongruence between how people expect these groups to behave and the ways they expect leaders to behave

- Decisiveness, strength, independence and by taking risks

Acting out of Values

It is impossible for anyone to be bias free

Given just a little information, we fill in the gaps with assumptions

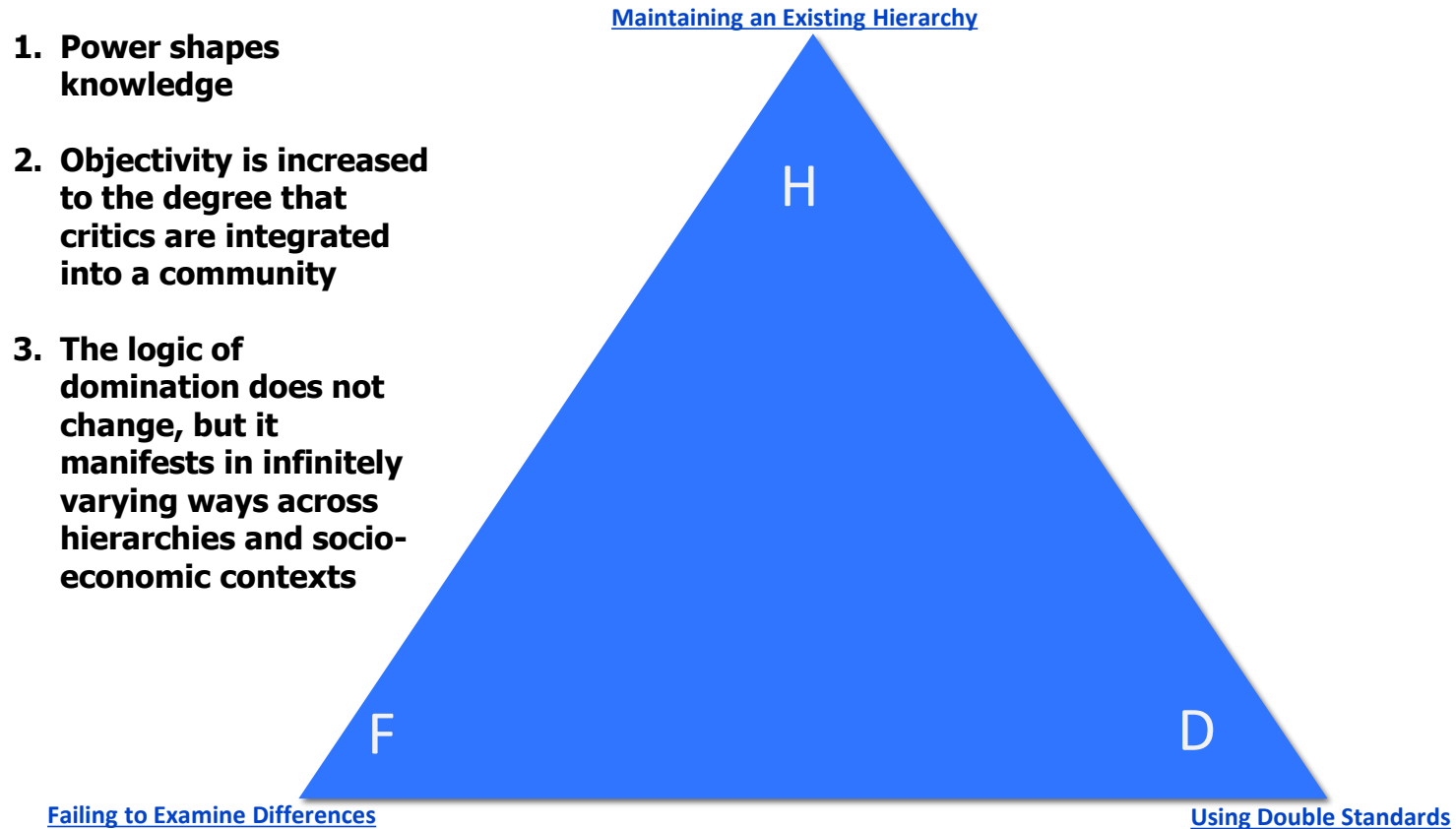
Many times biased decisions are made based on personal values and experiences

We all have to challenge our assumptions....and *the assumptions of others*

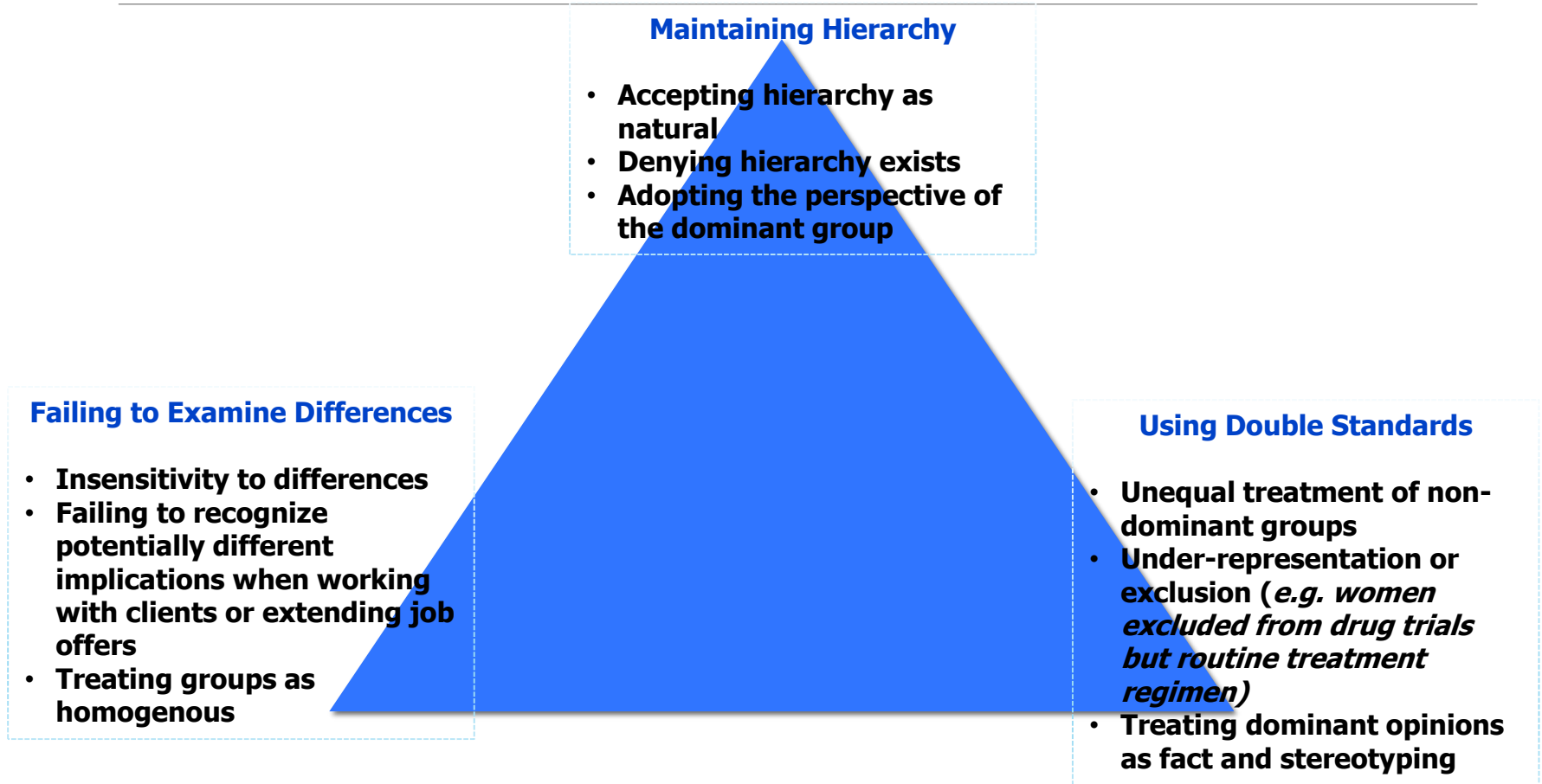


Bias Triangle

Bias Triangle



Bias Triangle

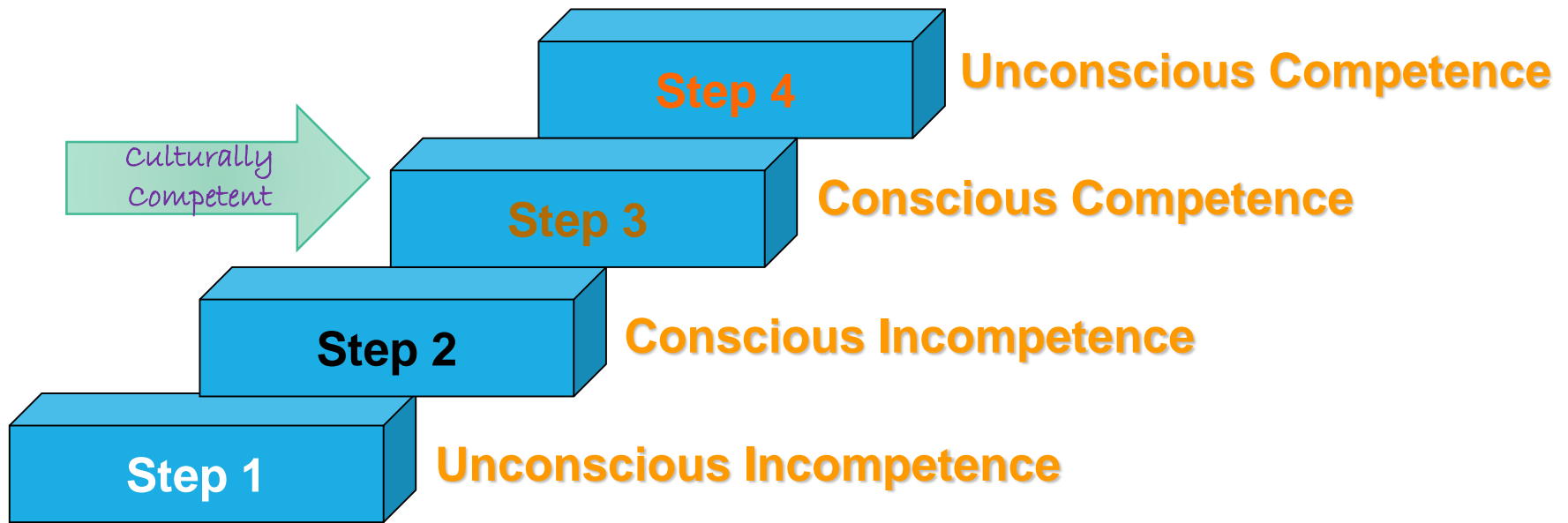


Eichler and Burke, 2006

Table Exercise

APPLYING THE BIAS FREE FRAMEWORK

Steps to New Awareness



“Learning to be comfortable with discomfort”

More Information For You

The Implicit Association Test (IAT) is useful in helping you identify some of your potential unconscious biases or implicit associations between an item and whether we think it's good or bad. The test is a tool to help you in assessing what some of your inner “programming” is regarding different people.

Go to: <https://implicit.harvard.edu/implicit>

Select the test(s) that you are interested in taking. They take about 12-15 minutes each. You will be asked to complete a brief questionnaire on demographics and the topic.

It is worthwhile to examine the results after you have completed the test and to read the FAQ section at: <https://implicit.harvard.edu/implicit/demo/background/faqs.html>

More Information For You

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8. Cooke Ross Unconscious Bias Facilitator Training, Baltimore MD 2015
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The Brilliance of Diversity and Inclusion



Thank You...